



Business Case for Restructuring the SBA

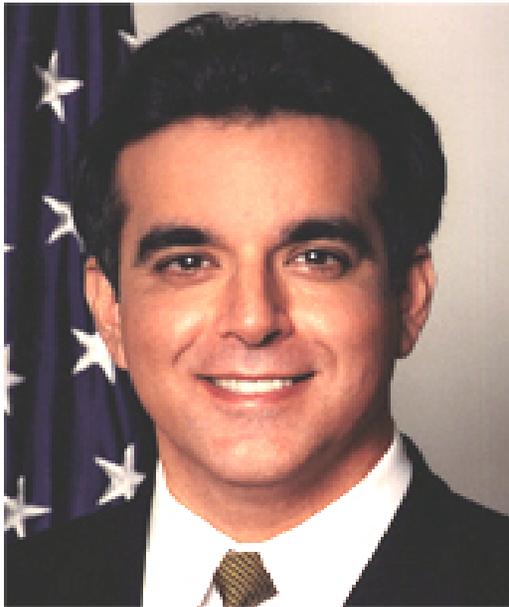
...one of my jobs is to create an environment in which the entrepreneurial spirit flourishes, in which small business owners are able to keep making a living and keep people employed..."

- George W. Bush



**U.S. Small Business
Administration**

The SBA Administrator



When President Bush appointed me to this position, I said that I wanted to change the way government helps small business. It's not good enough to do the same old thing. Our goal is always to do more to respond to the needs of American small businesses. They are our clients, and we will judge our success by theirs." - SBA Administrator, Hector V. Barreto

Why was Transformation Important?

● President's Management Agenda

- Agencies to become more customer-centered, market-based, results-oriented
- Strategic management of human capital
- Expanded E-Government
- Integrate budget and performance

Why was Transformation Important? (continued)

- **GAO reports**

- Organizational structure
- Who is the customer?

- **IG reports**

- Management challenges

Strategic Plan

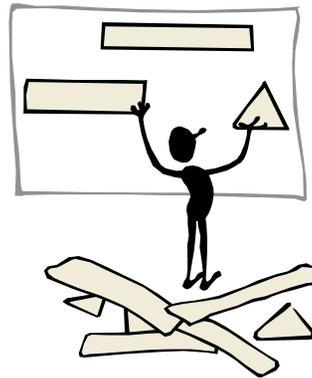


Define Strategic Initiatives

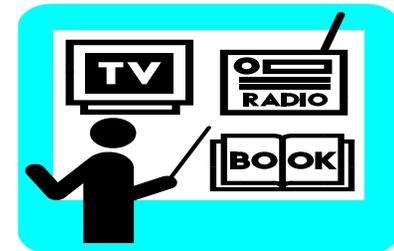
E-SBA



Transform SBA



Marketing SBA



Sub-initiatives

- **Human Capital Management**
- **Implementing District Pilots**
- **Improving Business Processes**

Human Capital Management

- **Employee Skills Training**
 - Centralized training will provide uniformity
 - Training resources for districts to meet special needs
- **Organizational Realignment**
 - New assignments, position descriptions
- **Succession Planning**
 - Informed by analysis on skills, skill gaps, and demographics
- **Performance Management**
 - Regular use of Execution Scorecard

Performance Management

Execution Scorecard - Microsoft Internet Explorer provided by SBA

Address: <http://yes.sba.gov/scorecard/>

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[Strategic Planning & Users Manual](#) [Link to: FY 2003 Scorecard](#)

SBA Execution Scorecard FY 2004

[Strategic Plan](#) [Updates and Changes - 9/...](#)

[2004 Q3 - President's Management Agenda](#)
[2004 Q2 - President's Management Agenda](#)
[2004 Q1 - President's Management Agenda](#)

SBA's Status & Progress
As of June 30, 2004.

	Current Status					Progress in Implementation				
	Human Capital	Comp. Sourcing	Financial Mgmt.	E-Gov	Budget/ Perf.	Human Capital	Comp. Sourcing	Financial Mgmt.	E-Gov	Budget/ Perf.
SBA	Yellow	Yellow	Red	Green	Green	Green	Yellow	Green	Green	Green

Results Taken From **RESULTS.GOV**

GPRA Goal Status		
Total number of GPRA Goals: 69		
+	Green Count - 52	75.36%
o	Yellow Count - 7	10.14%
-	Red Count - 3	4.35%
*	Data Not Available - 7	10.14%

Done

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Strategic Goals and Projects

Execution Scorecard - Microsoft Internet Explorer provided by SBA

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Kansas City

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Strategic Goals		Add New Goal		
Access to Capital				
Description	Identify and implement creative measures to reach a greater number of Kansas City District small businesses, particularly those businesses in emerging markets which have historically been underserved by traditional credit markets.			
Outcome	By increasing access to capital, Kansas City District small businesses will generate more employment and economic development. The measure for this goal will be the achievement of our FY 2004 Loan Goals including 7(a), Micro, and 504 loans. By meeting the goal, we will increase the number of jobs created and retained by small businesses. FY2004 goals represent a 56.8% increase over FY2003 goals.			
Link to Agency's Strategic Goal	2. Greater Success through Bridging Opportunity Gaps. One of the core responsibilities of the Agency is to increase small business success by expanding access to capital by stimulating loan volume. Our District Capital Access Goal will focus on increasing loan volume overall and to targeted markets. The goal will be District-wide in scope and be fully integrated into all SBA outreach events. Achieving this goal will support the Agency's Strategic Goal as defined by the Small Business Act.			
Accomplish this Goal by implementing these Projects:				
Project	Project Champion	Timeline Status	Cost Status	Last Updated
El Capital Program	N. Heusinkvelt	+	+	07/07/2004
Lender Training	N. Heusinkvelt	+	+	07/07/2004
Regional Lender Initiative	N. Heusinkvelt	+	+	07/07/2004
Entrepreneurial Development				
Description	Provide an enhanced level of awareness through outreach activities to increase the utilization of SBA technical assistance programs by small businesses and potential entrepreneurs in the Kansas City District market.			

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Performance Goals

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- Strategic Goals
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FY 2004 Goal Scorecard

Kansas City

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[Excel File Format](#)

Output / Outcome	Status	Annual Output Goal	YTD Output	Planned % Goal	% Goal Achieved	Variance %	Current As Of
Region 07							
11. TEAM Loans	+	843	1,039	89.04%	123.25%	34.21%	8/20/2004
12. International Trade Loans	+	30	32	89.04%	106.67%	17.63%	8/20/2004
13. Loans to Veterans	+	118	141	89.04%	119.49%	30.45%	8/20/2004
14. Total 7(a) & Micro Loans	-	1,320	1,014	89.04%	76.82%	-12.22%	8/20/2004
15. Total 504 Loans	o	121	106	89.04%	87.60%	-1.44%	8/20/2004
21. District Office Training and Counseling	+	400	882	65.75%	220.50%	154.75%	5/27/2004
22. BIC Clients	+	5,520	5,251	75.07%	95.13%	20.06%	6/30/2004
23. SCORE Clients	+	4,400	4,709	75.07%	107.02%	31.95%	6/30/2004
24. SBDC Clients	+	7,360	6,920	75.07%	94.02%	18.95%	6/30/2004
25. WBC Clients	+	916	882	50.14%	96.29%	46.15%	3/31/2004
Total ED Counseling and Training	+	18,596	18,644	73.64%	100.26%	26.62%	
31. GC Matchmaker Events	+	4	5	75.07%	125.00%	49.93%	6/30/2004
32. GC-BD Matchmaking Appointments	+	850	1,025	75.07%	120.59%	45.52%	6/30/2004
33. GC-BD Training Sessions	+	4	5	75.07%	125.00%	49.93%	6/30/2004

Internet

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Ranking Results Screen

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District Office Rankings (as of 08/23/2004)

[View Regional Ranking](#)

District Office	Market Size	District Director	Rank	Score
Los Angeles	Very Large	Alvarado, Alberto	1	121.79
Hawaii	Very Small	Poepoe, Andy	2	121.17
Lower Rio Grande	Very Small	Zamponi, Sylvia	3	120.61
Utah	Small	Nakano, Stan	4	118.78
Vermont	Very Small	Carter, Darcy (A)	5	118.51
Arizona	Medium	Blaney, Bob	6	118.29
El Paso	Very Small	Silva, Phillip	7	118.07
Houston	Large	Gonzalez, Manuel (A)	8	117.41
Nevada	Small	Scott, John	9	117.37
Puerto Rico	Small	Culpeper, Carmen A.	10	117.01
Washington	Medium	Loddo, Joe	11	116.45
South Florida	Very Large	Marrero, Pancho	12	116.36
New Hampshire	Small	Phillips, Bill	13	115.93
Santa Ana	Large	Sutton, Sandy	14	115.87
North Dakota	Very Small	Stai, Jim L.	15	115.15
Seattle	Large	Hamilton, Lynda (A)	16	115.08
Nebraska	Small	Davis, Glenn	17	114.85
San Diego	Medium	Chandler, George	18	114.13

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Implementing District Pilots

- **Consolidate back room activities**
 - Centralize 7(a) guaranty loan purchasing/liquidation
 - Centralize disaster commercial loan liquidation
 - Centralize 504 loan processing
 - Centralize 8(a) annual reviews
- **Deploy staff closer to customers**
 - Re-deploying district staff to focus on marketing/outreach
 - Use of Alternate Work Sites (AWS)

Improving Business Processes

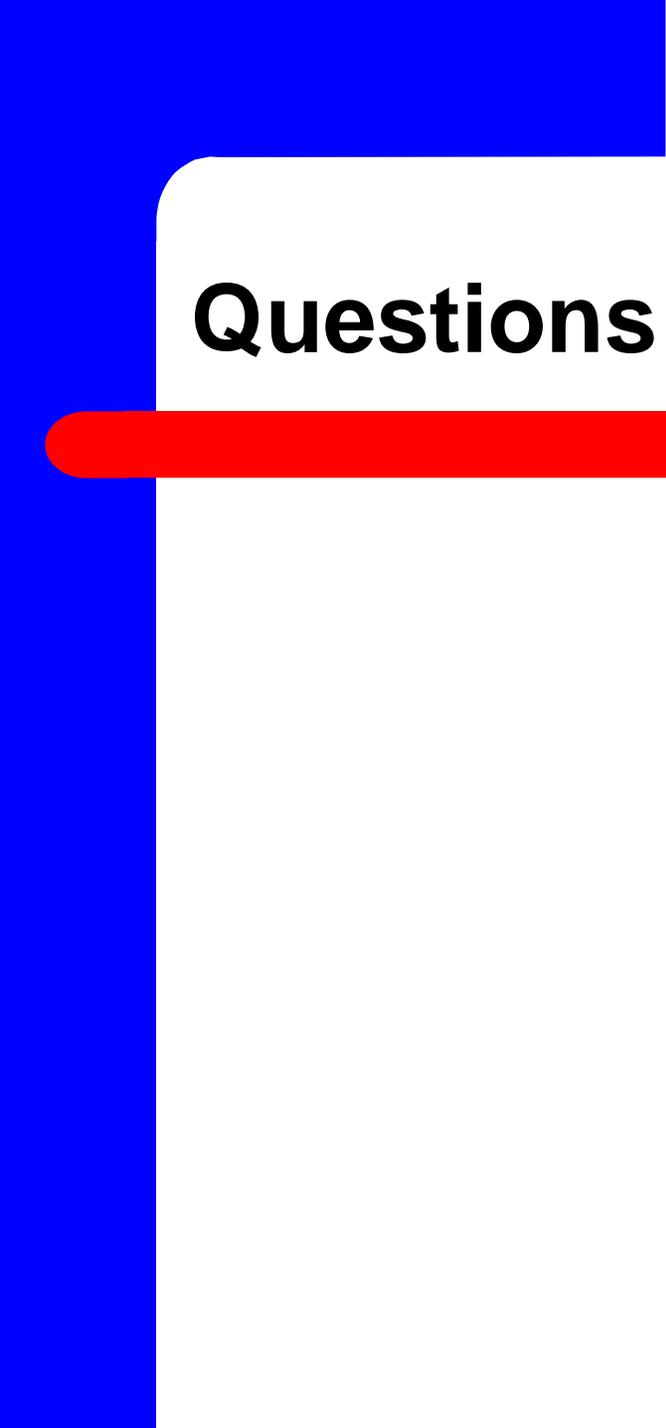
- **E-Tran**
- **Guaranty Purchase Tracking System (GPTS)**
- **Commercial Loan Chron System (CLCS)**
- **8(a) Eligibility Application & Annual Review**

Improving Business Processes

(continued)



- **Alternate Work Sites (AWS)**
- **District Office Tracking System (DOTS)**
- **National Lender Guide & PowerPoint**



Questions & Comments

